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College of Business and Economics

Department of Management

The Assessment of Project Success: The Case of Corridor Projects in Addis Ababa

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The Assessment of Project Success: The Case of Corridor Projects in Addis Ababa

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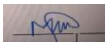
Advisor Name : **Meba Tadesse Delle (PhD.)** **sign** :  **Date** : **23/ 06/26**
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Declaration

I, Ephrem Hailu, have carried out independently a research work on the topic entitled “The Assessment of Project Success: The Case of Corridor Projects in Addis Ababa” in partial fulfillment of the requirements for the degree of master of Business Administration with guidance and support of my advisor Dr. Meba Tadesse. This Research is my original work and has not been presented for any award of a degree or master’s program in any other university.

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Statement of Certification

This is to Certify that Ephrem Hailu, has carried out this research on the topic entitled “The Assessment of Project Success: The Case of Corridor Projects in Addis Ababa”. This research has been submitted for the examination with my approval as a supervisor for the partial fulfillment for the award of degree of Master of Business Administration.

Meba Tadesse Delle (PhD)

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Abbreviations and Acronyms

GERD: Grand Ethiopian Renaissance Dam

COP32: 32nd Conference of the Parties

CSR: Corporate social responsibility

BIM: Building Information Modeling

Abstract

Success of projects is very important for the development of a country, efficient use of resources for development and providing infrastructure for long term. Even in Ethiopia, which is under-going rapid transformation, most of the projects in the construction industry are plagued with delays and high cost and poor performance. Although there are many studies carried out on project management approaches and project managers' behavior and traits, very few studies were carried out and published on the overall evaluation of success of projects particularly those mega projects currently being implemented. The objective of this study therefore is to assess success of project for Addis Ababa Corridor Development Projects, known collectively as "New Face of Addis", by identifying indicators for assessing success, and factors to attain success and challenges encountered in implementing projects.

This study employed qualitative approach to data collection. It involved series of in-depth interviews with officials from Government organizations, Project Managers, Engineers from construction companies, Contractors and Residents living and working around Corridor Projects. The data collected from the interview was analyzed using thematic approach to identify themes that are related to assessment of project success and performance of the corridor projects from different angles of project success such as completing a project on time, quality delivery, satisfaction of stakeholders and socio-economic benefits.

The findings of this study will contribute to the body of knowledge on project success in Ethiopia's construction sector. The findings also will provide practical recommendations for delivering construction projects successfully. The study also will propose framework for assessing and delivering projects successfully in Ethiopian construction industry.

K E Y W O R D S: Construction and Project Management; Project Success; Corridor Development Projects

CHAPTER 1

1. INTRODUCTION

1.1. Background

1.1.1. Background of the Study

It is known that accomplishments of projects are essential for success in many industries, especially in construction. This construction industries involves many stakeholders, large investments, and relationships. Current construction projects are open for disruptions because of their complexity, high risk and large sizes (Afzal & Tumpa, 2024). The most challenge of current construction projects is schedule delays which leads to disputes between clients and contractors (Kallis, 2025).

Project success has become one of the most important concerns in the construction industry because construction projects require significant financial investment, technical expertise, and stakeholder coordination. Traditionally, project success was measured based on the "iron triangle" of time, cost, and quality. However, modern project management recognizes that project success extends beyond these three dimensions and includes stakeholder satisfaction, environmental sustainability, social benefits, and long-term project performance (Sare, 2023). In contrast, the new face of Addis project shows how project success can bring the completion and have attracted interest. Many researchers suggest that the success of project, known by a clear vision, markable action, and helps many projects to overcome delays. This corridor project success has led an absolute historic milestone for our country Ethiopia like the bid host COP#32 in Addis Ababa in 2027. This host is a global platform where the world gathers to shape the future of our planet. And this achievement didn’t happen by chance rather it is the result of vision, consistency, and courage.

In Ethiopia many different construction projects are launched every year, but most of them are did end according to their schedules. The GERD for example was planned to for five years but takes 14 years this delay has very negative impact in the economy of Ethiopia (Luo et al., 2023). This is a major challenge for the construction industry of Ethiopia, so it needs a serious attention to develop national growth.

The Addis Ababa Corridor Development Project, commonly known as the "New Face of Addis" initiative, represents one of Ethiopia's largest urban infrastructure programs. The project aims to improve transportation systems, urban aesthetics, environmental conditions, and public services throughout the city. Given its scale and significance, assessing the success of the corridor project is essential for understanding its achievements, identifying implementation challenges, and providing lessons for future infrastructure projects (Iqbal et al., 2024).

Therefore, this study seeks to assess the success of Addis Ababa corridor projects by examining key success dimensions, including time performance, cost performance, quality achievement, stakeholder satisfaction, environmental impact, and socio-economic contributions.

1.1.2. Background of the Corridor Projects

The New Face of Addis Construction projects are a significant and ongoing series of construction projects started by the Addis Ababa city Administration in December 2022. This corridor projects aim is to transform the city's transportation and layout infrastructure, develop the national goal of sustainable and improve livability. This corridor projects resolve the severe traffic jams, gives attractiveness and fragmentation that have historically limited Addis Ababa's economic potential, attentions and quality life (Alebe et al., 2024). The main goal of this corridor projects is to make Addis Ababa as the name indicates Addis Ababa which means "New Flower" by upgrading key routes of the city. These projects will upgrade connections, enhance visual appeal and ensure great functionality across the city's corridor.

The corridor projects plan is very large it includes road widening with improved traffic management, building bike lanes, pedestrian walkways, and parks. This corridor projects also includes the planning strategies that focus on non-motorized transport. These projects boost the economies of the country, increase property value and attractiveness, and gives public health by giving active transportation options for the residents.

Participating out on such huge projects with many stakeholders within a schedule places demand on high quality of project management. Researches of large construction projects

show that success relies on the success of project that can solve or handle technical issues, and resident needs (Fokina et al., 2023). In applying this vision, the Addis Ababa city Administration has completed several projects under the corridor projects plan. Key components include:

1. The Bole to Medhanealem Corridor
2. The Megenagna to Tor-Hailoch Corridor
3. The Piazza to 4Kilo Corridor
4. The Kazanchis to Sar-Bet Corridor
5. The Mekanisa to Berlena Corridor
6. The Jemo to Ayat Corridor
7. Entoto to Peacock Riverside Corridor, etc.

To increase the importunateness of the corridor projects the project includes the recreational spaces to give or provide residential hubs, public parks, and resident wellbeing. This corridor projects street lighting to enhance nighttime safety, security, and aesthetic appeal are also done. Additionally, to increase long term service and to decrease disruptive maintenance the corridor projects involve utility lines like sewage systems (stormwater and wastewater pipelines).

Each of this corridor projects require success that is both strategically strong and agile project management. This corridor project serves as a critical point for project success structures, decision making, and communications strategies that influences quality of this research study (Girma & Mulatu, 2025).

1.2. Statement of the Problem

The construction industry continues to face significant challenges in achieving project success. While many projects are completed, they often experience delays, budget overruns, quality problems, and stakeholder dissatisfaction. As a result, project success has become a major concern for governments, contractors, project managers, and policymakers (Limenih et al., 2022a). Although there have been studies on causes of project delays, construction success and good project management practices, the phenomenon of successful projects has not received due attention particularly within the context of large urban development programs such as the corridor development projects in Ethiopia under way around Addis Ababa.

Project success is a multidimensional concept in construction. Measuring project success is not just about whether a project is completed on time and within budget. In reality, it also includes other measures, such as the quality of the project, satisfaction of stakeholders, sustainability, and socio-economic benefits to parties involved (Abebe, 2022). There is however limited information on how project success is assessed and the factors that could determine the degree of success in Ethiopian corridor construction projects.

The Addis Ababa corridor development projects, one of the largest urban infrastructure initiatives in Ethiopia, present an appropriate study context for this research. As indicated above, while most sections of corridor projects under study have made due progress, very few studies attempted to evaluate their overall performance in terms of economic, social, environmental and other aspects. Most importantly, there is little knowledge of the positive and negative factors which can influence project outcomes including leadership, stakeholders, communication, resource, etc. and institutional factors.

This study therefore aims to assess the degree to which Addis Ababa corridor construction projects have been successful. It aims to identify factors that determine the degree to which a construction project is deemed to be successful, and the problems that face projects in achieving their objectives. The findings of this study will be used to provide recommendations for improving how project success is assessed and for improving the performance of construction projects in Ethiopia in general.

By answering these questions, this research will identify systemic issues and close knowledge gaps by evaluating project success in corridor construction projects. It will also propose a practical framework for applying effective practices in other projects. This qualitative approach is important as Ethiopian studies show that most of the construction projects failed to complete on schedule (Tefera, 2023). This research study will highlight the success of project as a key factor in delays of construction projects and will give offer evidence-based guidelines to timely completion and successful projects.

1.3. Objectives of the Study

1.3.1. General Objective

To assess the success of Addis Ababa corridor projects using key project success dimensions and identify factors influencing project performance.

1.3.2. Specific Objectives

To succeed the above general goal, the following specific objectives have been set:

1. To assess how project success is currently evaluated in Addis Ababa corridor projects.
2. To identify the major criteria and indicators used to measure project success.
3. To evaluate the extent to which corridor projects have achieved their objectives regarding time, cost, quality, and stakeholder satisfaction.
4. To identify challenges encountered in assessing project success.
5. To examine economic, social, environmental, and operational factors affecting project success.
6. To propose appropriate frameworks and approaches for improving project success assessment in future corridor projects.

1.4. Research Questions

The following research questions have guided the research for this study.

1. How is project success currently assessed in corridor projects in Addis Ababa?
2. What are the key criteria and indicators used to measure the success of corridor projects in Addis Ababa?
3. To what extent have corridor projects in Addis Ababa achieved their intended objectives in terms of cost, time, quality, and stakeholder satisfaction?
4. What challenges are encountered in assessing the success of corridor projects in Addis Ababa?
5. What economic, social, environmental, and operational factors affect the corridor projects in Addis Ababa?
6. What approaches and frameworks can be used to improve the assessment of project success in future corridor projects in Addis Ababa?

1.5. Significances of the Study

The research study's significance is major for construction industry, consulting firms, industry leaders, policymakers, suppliers, researchers and other stakeholders. The character requires for a stout and effective leader along with the strategies they use to beat challenges as described in this research study, will benefit construction companies and consulting firms all around.

Policy-makers who work on the construction industry can also get advantages from these research study. They can use the proper time and budget for construction projects of varying size and scope led by effective projects. This can also assist address unexpected future uncertainties and risks in a manageable way with qualified leaders at the future.

The project success will be considered by their nerdish and communication skills. Additionally, this study states areas for future researchers to investigate in details. It tells gaps in research and suggests specific topics and interdisciplinary subject value examining further.

Other stakeholders, such as international donors, customs and revenue authorities, and communities, will also gain useful insights from this study regarding the traits of effective leaders in fulfilling CSR and the obligations of both the firm and its employees.

1.6. Delimitations / Scope of the Study

This research study examines the success of project in construction schedules. It uses corridor construction projects in Addis Ababa as a case study. The focus is on the traits of effective project success needed for today's project requirements in these corridor projects in Addis Ababa.

1.7. Limitations of the Study

The limitation of this research study is that the success of projects only on the case of corridor construction in Addis Ababa. It does not consider the entire corridor construction in Ethiopia or all construction projects in the country. Therefore, it may not be fairly compared to the shortcomings of other construction leaders. Additionally, it relies solely on the construction industry and does not explore other industries and their connections.

1.8. Definition of Key Terms

New Face of Addis (Corridor Project of Addis Ababa)

Belt of Construction projects in Addis Ababa aims to road widening with improved traffic management, building bike lanes, pedestrian walkways, and parks.

Time Management

The measured of how much time to spend on specific project activities to ensure efficiency and meet deadlines.

Timely Completion

The act of conducting projects within the given time period or deadlines.

Project Delivery

The process of taking a project from the initial concept and planning stages to final construction and handover includes design, execution, and management.

Leadership Style

How a leader gives direction, carries out plans, and motivates people involved in a projects or organization.

Emotional Intelligence

The ability to notice, understand, manage, and reason with emotions, both in oneself and in others.

32nd Conference of the Parties (COP#32)

This is a universal meeting platform where the world gathers to discussing and adjust the future of our planet.

Grand Ethiopian Renaissance Dam

GERD is an African largest hydroelectric dam being constructed by Ethiopian's only on the Blue Nile.

1.9. Organization of the Study

This research study proposal has 3 main chapters. The organization is as follows:

The first part, chapter 1, provides an introduction. It includes the background of the study, outlining the success of project and the history of corridor projects in Addis Ababa. It also presents the statement of the problem, the research questions, and the research objectives. These objectives are divided into general and specific aims. It also discusses the

significance of the research study, its scope, limitations, definitions of terms, and the organization of the study.

The second part, chapter 2, Concentrate on the literature review. This district step in different applicable writings on the definition of project success, project exercises, and the challenges of project success. It also states the theories and models of project success and includes the theoretical framework of the study.

The third part chapter three discusses the research methodology. This part step in the types, sources, and categories of data, the research design, the population and sampling techniques, the data collection methods and the timeline of Research study.

CHAPTER 2

2. LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of existing researches on assessment of project success with focus on corridor construction projects. The chapter lays the theoretical foundation to assess and manage project success in complex urban infrastructure projects under way in Addis Ababa and elsewhere in Ethiopia. The major research studies and theoretical papers on project success were reviewed in order to describe definitions of project success, theories and models on project success, success criteria and indicators, problems of project success and how managers manage and lead their personnel in order to deliver a successful project.

2.2. Defining Project Success

2.2.1. Evolution of Project Success Concepts

Previous studies on project success have developed significantly over the last decades. In the early days of the project management, success of a project was generally measured in terms of the so called 'iron triangle' of cost, time and quality (Atkinson, 1999). However, this narrow definition has not been effective to measure and evaluate complex projects. It is therefore not sufficient for measuring and evaluating success of corridor development projects.

De Wit (1988) is considered to be one of the first authors that distinguished between project success and project management success. While the overall objective of a project is to reach the goals set for it, the success of project management refers to the efficient use of the resources to be able to deliver the required outputs. Several years later, (Müller & Jugdev, 2012) stipulated that the concept of project success is multidimensional, thus including short-term and long-term values generated by a project.

2.2.2. Contemporary Perspectives on Project Success

Project success has more recently been viewed in a broader context, encompassing a variety of success criteria including the satisfaction of stakeholders, sustainability, social effects and the functional life of a project. A four-dimensional framework was proposed by Shenhar, (Shenhar & Dvir, 2024), whereby project success is viewed in terms of project efficiency, customer (stakeholders), business and the future. Each of these dimensions is critical and can change significantly as a project progresses through its life cycle and as different stakeholders become involved.

Most of the studies on indicators of success for construction projects mention several categories or types of indicators of success. The five categories of indicators of success identified by Takim and Akintoye (2002) for construction projects are particularly relevant to corridor projects. The categories are: (1) technical performance measures, (2) financial measures of performance, (3) organizational measures of performance, (4) social measures of performance, and (5) environmental measures of performance. Many corridor projects require specialized technical skills for the design and construction phases. Large sums of money are required for land acquisition, construction, and provision of facilities and services along the corridor. Furthermore, corridor projects typically involve many organizations that must work together as a project team in order to complete the project on time. Therefore, from a social perspective, corridor projects have the potential to affect many individuals and groups in urban communities along the corridor.

(Cooke-Davies, 2002) made an important distinction between success criteria and success factors. The success criteria are the measures by which one can judge success. The success factors are the inputs to a project that will contribute to its success. This is a very important distinction for both the researcher and the manager of a project. It is a way to separate the measurement of outcomes from the management practices that lead to those outcomes.

2.3. Theoretical Frameworks for Project Success

2.3.1. Stakeholder Theory

Stakeholder theory is another important approach used in assessing and managing projects, in particular, in infrastructure construction. From a project management perspective, stakeholder theory refers to stakeholders of an organization who are, either directly or indirectly, affected by the project or influence its implementation. This perspective views project stakeholders, from a project management viewpoint, as being: client(s), contractor(s), project team(s), users of the facility or service, consultants and other supporters, government agencies, regulatory bodies, suppliers, customers and end-users as well as local community. These stakeholders can affect or be affected by the realization of the objectives of the project and thus are key components in the project management process.

Viewing a project from the perspective of the Stakeholder Theory helps in recognizing the different categories of stakeholders and the project success criteria from their perspective. For a construction project, it is the views of the Client, Contractors, Consultants, Government Agencies and local Communities etc. that a project manager must take into account while trying to achieve the objectives of the project. The project manager's efforts are required to be focused towards meeting the objectives of the project while at the same time trying to satisfy the diverse interests of the various stakeholders. (Clarkson, 2026) defines the primary stakeholders as those who would perish without the participation of the stakeholders and the secondary stakeholders are those who influence or are influenced by the project but their survival is not dependent on the project. Knowing this can help the project manager in prioritizing the efforts towards satisfying the various stakeholders.

2.3.2. The Iron Triangle and Its Limitations

Most traditional approaches to the management of construction projects are based on the so-called iron triangle of cost, time and quality. There are, however, many limitations to the iron triangle. For example, the approach of (Atkinson, 1999) considers additional

success dimensions for the project such as organizational benefits, customer satisfaction and environmental impacts. In addition, (Gardiner & Stewart, 2000) observed that there are circumstances when rigid time and cost target for quality and safety may not result in the optimal solution.

As noted by (Atkinson, 1999), in corridor type projects carried out in urban environments, the said traditional indicators of project success are not sufficient. The most obvious indicators are completion on time and within cost, together with adequate quality. However, this does not mean the end of the story. A successful corridor is one that reduces traffic congestion, brings about improved safety for users and is generally acceptable to all concerned stakeholders. A project delivered on time, within cost, meeting all required quality criteria but failing in any one of these four success criteria would, in effect, be said to have failed. Conversely, a corridor project which experiences delays but in the end brings substantial social and economic benefits to users would in effect be described as very successful.

2.3.3. The Balanced Scorecard Approach

(Kaplan & Norton, 2023) Balanced Scorecard has also been adapted for project management applications, as it provides a framework that measures performance from four perspectives: the financial, customer, internal processes, and learning and growth perspectives. These perspectives can be used for successful construction projects.

(Stewart & Mohamed, 2001)also have used the Balanced Scorecard for construction project management in order to link projects' projects' outcomes to organizations' strategies. Using Balanced Scorecard in evaluating the performance of construction projects, especially public infrastructure projects such as corridor development in Addis Ababa under consideration, enables project managers to relate the outcomes of project activities to the organizational and societal objectives.

2.4. The Project Success Framework

(Shenhar & Dvir, 2024) extended the work on project success criteria and also developed a comprehensive Project Success Framework that is comprised of 5 dimensions of success: project efficiency, impact on customer, business goals, team goals, and goals for the future. The authors noted that, at different stages of a project, different success criteria become more relevant and that the framework can be applied not only during the life of a project but also after it has been completed and it is in operation.

2.5. Success Criteria and Indicators for Construction Projects

2.5.1. Technical Performance Indicators

Success in terms of technical performance is typically measured by a number of indicators that focus on the physical end product and whether it fulfills the required criteria and performance standards. For corridor projects such as road building, these would include criteria for the design of the corridor, the quality of the pavement, the drainage system, lighting, safety features, etc. The most common indicators of technical success are quality of work, adherence to project specifications, and the reliability of systems installed as part of the project .

Project success can also be judged on the innovative ways in which the project has been managed, incorporating best practice where possible, and technical success measured through BIM, lean construction methods and sustainable materials and products, with projects receiving higher scores for technical success the more they had implemented these techniques such as these. This also applies for the Addis Ababa corridors projects, where innovative construction methods and technologies could be incorporated and put into practice throughout the project life.

2.5.2. Time and Cost Performance

Time performance on a project refers to the actual duration in which a project is completed versus the planned duration. It can be expressed as a schedule variance or schedule

adherence index. The cost performance refers to the actual cost incurred for a project versus the budgeted cost. The cost performance is usually expressed as cost variance or a cost performance index. Both the time and cost performance are very critical factors for determining the success of any project. These two factors show the viability of any project and determine the confidence of the stakeholders in any project.

However, time and cost performance are influenced by a multitude of factors which are outside of the direct control of the project manager. Flyvbjerg, Holm and Buhl (2002) amongst others have found that there is a systematic 'optimism' bias in forecasting for large-scale infrastructure projects, which is often even reinforced by 'strategic misrepresentation'. Their study of 258 large infrastructure projects from all over the world revealed that 90% of the projects had cost overruns with an average of 28% over the original budget. As in any type of project, it is vital to establish a realistic 'baselines' and to plan for potential risks with adequate 'contingency' reserves.

2.5.3. Quality Performance

Quality in construction is defined by several dimensions, including conformance to specifications, fitness for service, aesthetics. For corridor construction projects, measures of quality include structural integrity, surface finish, durability of finishes, performance of drainage system and external lighting, etc. These are typically measured through inspection records and tests on finished materials and completed work to verify compliance with specified requirements or acceptable limits, and through verification that completed work has been accepted in accordance with specified criteria for acceptance.

Arditi and Gunaydin (1997) developed a Total Quality Management (TQM) for construction projects. The key elements are focused on facilitating and enhancing quality by ongoing improvement, customer satisfaction, and control of processes. The various quality indicators and the performance in terms of these were related to critical success factors of construction projects. Factors studied were project management, leadership, effective communication, timely provision of necessary information, training and quality control measures. It was established that there exists a direct relationship between these factors and quality of a project.

2.5.4. Stakeholder Satisfaction

Satisfaction of stakeholders has recently become a critical success factor for public infrastructure projects in general. Olander and Landin (2005) indicated that dissatisfaction of stakeholders causes delays and excess costs of projects, because of resistance and legal challenges by some of the stakeholders. For corridor projects in Addis Ababa, affected stakeholders are residents along the corridor, business owners, users (commuters), government agencies etc. Therefore, monitoring and controlling the perceived performance by stakeholders of corridor projects is an important activity for ensuring successful implementation of corridor projects.

For a construction project, the affected stakeholders are residents living along the route where the project work is being carried out, business owners, regular commuters and government organizations. Involving stakeholders in a construction project can increase the satisfaction of stakeholders and help to minimize potential disruptions to the project work. Stakeholder's satisfaction indicators could be fairness of payment, quality of communication with stakeholders, his concerns being addressed in time and tangible benefits that stakeholders can perceive and feel within the project duration. Researchers have developed a framework of stakeholder management for construction projects that are categorized into four stages of identification, analysis, engagement and monitoring of stakeholders.

2.5.5. Environmental and Social Performance

The assessment of environmental and social performance has also become a critical factor in the assessment of the success of a project. For corridor projects indicators for environmental issues could be the functionality of the storm water management system, the protection of trees and open spaces during the construction period, air quality during the construction period and the carbon footprint. Indicators for social issues could be the safety of pedestrians and cyclists along the corridor, the accessibility for people with disabilities, the cohesion of local communities before and after the construction phase and the proportion of local employment generated.

Assessing and addressing environmental and social issues is a critical factor for corridor projects to achieve successful implementation. The World Bank's Environmental and Social Framework (2017) allows World Bank Group staff and clients to assess the environmental and social performance of a project and identify measures that can be put in place to avoid or mitigate any negative impacts. For corridor projects, a range of indicators can be used to assess performance, including environmental performance, social performance, stakeholder satisfaction, quality of construction and others. The key requirements that need to be addressed for corridor projects include conducting an environmental impact assessment (EIA), and engaging with stakeholders. Setting up effective grievance mechanisms and ensuring that adequate resettlement action plans are prepared and implemented for project-affected persons are also critical factors. Addressing these factors successfully can result in projects achieving higher success scores.

2.6. Factors Affecting Project Success in Construction

2.6.1. Project Planning and Design

Adequate planning and design are two of the key success factors for construction projects. Many major infrastructure projects fail due to inadequate front-end planning. Therefore, it is important to define the scope of a project, to produce a realistic program, a correct cost to carry out the work, and to identify potential problems with a plan to deal with them.

A critical factor for determining the success of a project is the design. Errors in design and omissions by the design team can generate a huge amount of rework by the construction team. Research has shown that errors and omissions made during the design phase can account for up to 30% of all rework carried out on site. As noted earlier, rework can have serious effects on a project, including increased costs and delayed completion. In terms of corridor projects, the design will need to take account of a number of factors including the geometric relationship between different components of the corridor, the location of utilities, the drainage system and the urban systems in place prior to the commencement of the project.

2.6.2. Resource Management

These involve the management of the resources required for the project, i.e. materials, plant and equipment, skills of personnel, finance, etc. Studies have shown that constraints on and failure to manage these resources well are among the major causes of delays to construction projects (Doloi et al., 2012).

The management of the financial resources allocated to a project also needs to be effective. Payment of contractors and consultants can be delayed, thus affecting the cash flow and causing work to slow down. Subcontractors may not be paid on time and thus may not perform as required. The members of the project team may also become demotivated. For public infrastructure projects in Ethiopia, payment delays have been found to be a persistent problem that affects the performance of projects.

2.6.3. Stakeholder Engagement and Communication

Stakeholder engagement and communication effectively are essential to achieve the objectives of a project. The way a project manager communicates with the stakeholders is very critical in the achievement of project objectives. (Bourne & Walker, 2025) developed a simple method to identify and prioritize stakeholders. The methodology uses a circle to plot stakeholders based on their power/legitimacy and the degree of urgency required to deal with them. Results from studies that adopted the method indicate that project managers who adopt systematic approaches to engage stakeholders with due interest achieve better project outcomes.

Communication quality between project participants affects the degree of coordination achieved. Research indicates that the quality of communication between parties is a major cause of construction disputes and rework. In addition to ensuring that relevant information is documented and distributed to team members in a timely manner, effective communication also involves holding regular meetings with team members and other stakeholders and reporting on progress. It also involves ensuring that there is feedback on information received by others.

2.6.4. Risk Management

Risk management, the systematic process for identifying, evaluating and managing risk, is an essential process for all projects in order to achieve the time and cost objectives. (Ward & Chapman, 2003) developed a framework of risk management for projects that comprises of identification, assessment, planning for, and monitoring and review of risk. For corridor projects, such as for road development, risks include risks due to land acquisition, risks that may arise from relocation of utilities such as water, electricity and telephone services, weather-related risks, and risks that may arise from the suppliers and contractors that are engaged for implementation of the corridor development work and the opposition from local community.

2.6.5. Leadership and Management Competence

There is consistent evidence in the literature concerning the importance of the leadership competence of project managers. Effective Project Managers need to have technical knowledge and understanding, as well as also having good interpersonal skills and ability to think strategically. The Competence of the Project Manager especially in communication and in conflict resolution is key to the success of a project (Müller & Turner, 2007).

Leadership styles can influence the motivation of team members. Transformational leadership is very effective for achieving high levels of innovation and safety in construction projects. The transformational manager sets a clear vision for a project, encourages the intellectual stimulation of team members, and considers each member individually. Such a manager fosters a spirit of cooperation between team members. Transactional leadership is typically more effective for routine activities such as ensuring compliance with a set of rules. The manager clearly sets out the expectations, and rewards or penalizes team members on their degree of compliance.

2.7. Project Success in the Ethiopian Construction Industry

2.7.1. Industry Context and Challenges

The construction industry in Ethiopia has its own unique challenges. A rapidly growing urban population in particular is creating huge demand for infrastructure in the capital city, Addis Ababa. However, this rapid growth is creating huge challenges for the institutional environment. Growth and Transformation Plan initiated by the government has emphasized infrastructure development for economic growth. As a result of this, there has been massive increase in construction activity across the country.

Research on completed construction projects in Ethiopia have identified causes of delay and suggested lessons for improved future performance. A study completed by (Abebe, 2022) revealed that more than seventy percent of public construction projects have experienced delay. The average delay for these projects exceeded fifty percent of the planned duration for completion and were attributed to a variety of causes including payment delays, design changes, inadequate capacity on the part of the contractor and delays in acquisition of land required for the project.

Similarly, the quality delivered by projects under the umbrella of the Ethiopian construction industry has numerous challenges. This relates mainly to the local contractors who are generally reluctant to deliver quality outputs. For instance, (Tefera, 2023) noted the poor quality of works delivered by local contractors and attributed this to material substitutions and lack of effective quality control measures which lead to rework, poor facility life and high cost of maintenance.

2.7.2. Public Infrastructure Project Performance

In the public infrastructure projects such as roads, bridges and buildings, the success rates vary. The Grand Ethiopian Renaissance Dam (GERD), for instance, is the largest infrastructure projects under construction in Ethiopia. The initial planned duration for the completion of the project was five years; however, it has now been more than fourteen years and still counting. Experts attribute the delay of the project to the failure of the

government to coordinate the stakeholders effectively, failure to get the stakeholders on board and manage risks effectively (Sare, 2023).

Road and Building projects also experience similar challenges in meeting the planned schedules. For instance, a study on Addis Ababa Road construction projects found that only about 27% of road construction projects were completed on time and the average cost overruns were between 25% and 35% of the original budget (Limenih et al., 2022b). Such challenges were attributed to defects in planning, contractor selection and supervision.

2.7.3. The Corridor Projects Phenomenon

The “New Face of Addis” corridor projects that are currently under construction are different from most of other construction projects in Ethiopia. These projects were launched in December 2022 with the objectives of transforming existing transportation corridor networks to high standard road corridors that integrate with other infrastructure systems including pedestrian, pedestrian-cycles and accessibility facilities as well as to improve surface water drainage systems and to create aesthetic values of corridors.

(Girma & Mulatu, 2025) conducted an analysis to assess the impacts of corridor development initiatives in Addis Ababa on urban mobility and property values. The study identified the effective leadership, political commitment and community involvement as factors to achieve the goals of corridor development projects. However, the challenges of corridor development projects such as displacement of residents, delay in relocation of utilities and ongoing maintenance problems need to be addressed.

2.8. Research Gap and Contribution

The review also reveals several research gaps. First, most of the project success frameworks have been developed, tested in Western construction contexts and therefore need to be empirically investigated in their applicability to delivering successful Ethiopian infrastructure projects. The key factors that may influence the criteria for success and their measurement in the corridor projects in Addis Ababa are the cultural, the institutional and the economic contexts.

Second, while a great deal of research into the causes of delays in completing Ethiopian construction projects have been investigated and analyzed, very few positive examples of good practice have been reported upon. The way in which corridor projects have managed to complete on time within the framework of corridor development within corridor projects will be an interesting area to be studied in greater depth.

Third, although the importance of leadership in construction project management is acknowledged, the empirical research into the relationship between leadership practices and project success in Ethiopian construction has been extremely limited. Thus, while there is some evidence of the success of a few projects, a detailed examination of the key factors that has enabled them to achieve their objectives in not available.

This research is addressing these gaps in knowledge by conducting qualitative studies of how projects are considered to have been successful in the corridor projects in Addis Ababa. Success criteria and factors that influence these criteria as well as leadership practices are studied in more detail.

2.9. Conceptual Framework

The conceptual framework for this study integrates many of the different dimensions of project success. The framework recognizes that for corridor development projects, such as the “New Face of Addis” projects, success is likely to be multi-dimensional and involve several elements that influence the overall success of the project. These include:

1. Technical performance: Quality of construction, compliance with specifications, functionality of infrastructure.
2. Time and cost performance: Adherence to schedule and budget targets.
3. Stakeholder satisfaction: Acceptance and approval by affected communities, government agencies, and project participants.
4. Environmental and social outcomes: Green space provision, accessibility, safety, community benefits.
5. Leadership effectiveness: vision clarity, stakeholder engagement, adaptability, communication quality.

The framework identifies the key aspects of corridor project success, recognizes the potential interdependencies among different dimensions, and acknowledges the influence of key external and project specific factors, such as the institutional environment and the availability of resources and information as well as stakeholder dynamics. This framework serves as a guideline for data collection and analysis of data for the empirical studies to be reported in the following chapters.

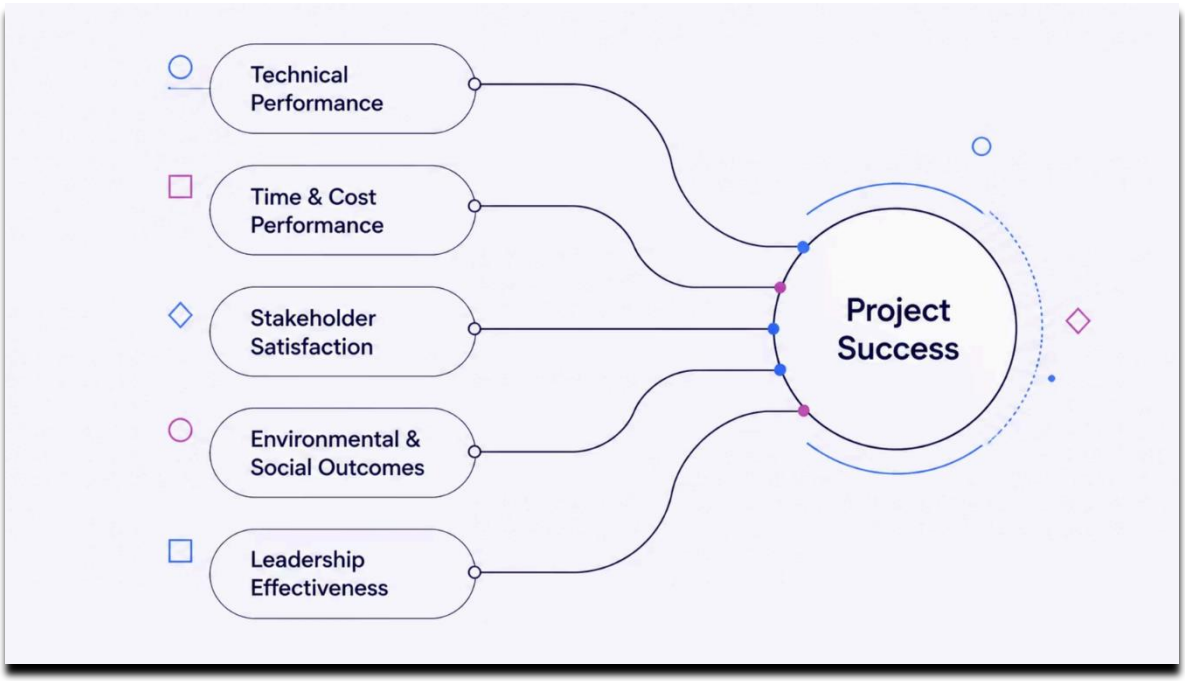

Figure 2-1: Diagram of Conceptual Framework

CHAPTER 3

3. RESEARCH METHODOLOGY

This research methodology employs a qualitative approach. It is an empirical study and does involve the collection of new data, size of the data, the target population and sampling strategy. It also includes the research design and ethical considerations.

3.1. Research Design

This research design concentrated on developing a strategy to answer the research question using reflexive thematic analysis. By creating a research design, the project will decide on its overall research goals and approach. It will determine whether to use primary or secondary research, what sampling methods to execute or apply, how to select subjects, what data collection methods to use, and the procedures for gathering data and analyzing it.

This research study uses a reflexive thematic analysis to manage the study's research questions. Reflexive thematic analysis aims to provide a clear picture of a population, situation, or caution. It can reply questions about what, where, when, and how but not why. This study focuses on identifying the facts about leadership practices and their challenges in the construction industry by asking questions to administrators and staff of the case company. This method has been successfully applied in similar studies by scholars such as Feleke and Muluye (Feleke & Muluye, n.d.).

The study collected data from both primary and secondary sources to gather enough information about the problem and achieve its objectives. The primary data source comes from a semi-structured interviews at high-level managers, line managers, project managers, and section managers in Addis Ababa, along with other staff relevant to the workflow system that impacts the efficiency of leaders and the organization's performance. Additionally, the secondary data source contains historical data from the case company of Addis Ababa city administration, studies conducted by consultants, and records from other departments, YouTube, LinkedIn and project files.

This research study employs a qualitative research method. This approach will assist enhance validity through the systematic comparison of two or more independent estimates of important variables. This qualitative method will be assessed using the questionnaire.

3.2. Target Population

The Research study will hold a specific group of 36 respondents. This research study consists of 7 project managers, 9 site engineers, 8 contractors, 6 consultants, and 6 government officials. Additionally, the research study will catechize both the internal and external factors allied to corridor construction projects.

3.3. Sampling Strategy

In this research we use a mixed sampling strategy is to ensure both representativeness and depth of insight. For primary data collected through questionnaires and interviews, purposive sampling will select respondents with channelize experience and knowledge of corridor project leadership and accomplishment. For secondary data purposive sampling will also escort the selection of applicable reports, documents, and also media content related to the new face of Addis. This research approach will ensure that all data sources are applicable and match the research objectives, allowing for centered and meaningful dissection.

3.4. Sampling Procedures

Sampling operation starts with identifying legend stakeholders from project offices, contractor registries and residents. Respondents will then be grouped by their professional or community role to ensure proportional representation over groups. Formal invitations will be sent by email or letter explaining the study's purpose and obtaining informed agree before participation. Supervisors and project directors will be debated to confirm the suitability of chosen or taken respondents. This structured yet flexible process is important to create a credible and representative selection that can provide reliable insights into leadership practices and their effects on project schedules.

3.5. Sources of Data and Collection Methods

Data or resources will be gathered from both primary and secondary sources. Primary data will be gathered among structured questionnaires and structured interviews with

government leaders who participated in the new face of Addis and project leaders and focus group discussions with the Addis Ababa city administration office staff and residents around the corridor. Secondary data will include project reports, recent publications and academic studies, consultant evaluations taken and digital content from sources such as LinkedIn and YouTubes. These research methods will suffer for the assemblage of qualitative data, providing a balanced view of leadership exercises, challenges, and outcomes in the corridor projects of Addis Ababa.

3.6. Ethical Considerations

This research study will succeed ethical guidelines to secure the goodness and respect of all respondents. Informed agree will be acquired from each respondent, with clear explanations of the study's aims, their rights and the confidentiality of their responses. All data will be anonymized and put up securely with enter limited to the research respondent teams. The participation of this research study will be freewill and individuals withdraw at any time without consequences. The research will be maintaining artistic sensitivity during interactions respecting local norms and communication styles. Finally, intellectual character will be upheld through proper salutation of sources and truthful reporting of all findings.

Table 3.1: Research Plan Timeline

	RESEARCH PLAN					
	TASK	**PRIORITY**	**STATUS**	**START DATE**	**END DATE**	**DURATION**
	Topic Ideation					
	Brainstorm potential topics	High	Completed	2025-09-19	2025-09-02	14 days
	Conduct preliminary research	High	Completed	2025-09-02	2025-10-02	28 days
	Evaluate feasibility and resources	High	Completed	2025-10-02	2025-10-16	15 days
	Finalized research topic	High	Completed	2025-10-16	2025-10-25	10 days
	Proposal Writing					
	Draft research questions and objectives	High	Completed	2025-10-25	2025-11-08	15 days

Review literature and identify research gaps	High	Completed	2025-11-08	2025-12-08	31 days
Prepare a preliminary research methodology	High	Completed	2025-12-08	2025-12-28	21 days
Write and submit the proposal	Medium	Completed	2025-12-28	2026-01-04	7 days
Literature Review					
Identify and review relevant literature	High	Completed	2026-01-04	2026-01-13	10 days
Develop literature review structure	Medium	Completed	2026-01-13	2026-01-27	15 days
Draft literate review chapter	Medium	Completed	2026-01-27	2026-02-04	10 days
Revise and finalise chapter	Medium	Completed	2026-02-04	2026-02-13	10 days
Methodology and Data Collection					
Develop methodology	Medium	Completed	2026-02-13	2026-02-22	10 days
Develop chapter structure	Medium	Completed	2026-02-22	2026-03-01	10 days
Design instruments (surveys, interviews)	Medium	Completed	2026-03-01	2026-03-21	21 days
Obtain ethical approval	Low	Completed	2026-03-21	2026-03-30	10 days
Collect data	Low	Completed	2026-03-30	2026-04-31	32 days
Organize and prepare data	Low	Completed	2026-04-30	2026-04-12	13 days
Data Analysis					
Clean and prepare data	Low	Completed	2026-04-12	2026-04-21	10 days
Analyze data (qualitative methods)	Low	Completed	2026-04-21	2026-04-06	07 days
Interpret findings	Low	Completed	2026-04-06	2026-04-15	10 days
Revisit and finalize methodology chapter	Low	Completed	2026-04-15	2026-04-21	07 days
Writing Up					
Develop structure for analysis chapter	Low	Completed	2026-04-21	2026-04-30	10 days
Draft analysis chapter	Low	Completed	2026-04-30	2026-05-06	08 days
Develop structure for discussion chapter	Low	Completed	2026-05-06	2026-05-12	07 days
Draft discussion chapter	Low	Completed	2026-05-12	2026-05-21	10 days
Draft conclusion	Low	Completed	2026-05-21	2026-05-30	10 days

	Submit for review and revise based on feedback	Low	Completed	2026-06-01	2026-06-06	06 days
	Editing and Finalization					
	Edit for clarity and coherence	Low	Completed	2026-06-06	2026-06-12	07 days
	Format according to guidelines	Medium	Completed	2026-06-12	2026-06-21	10 days
	Proofread for grammar and style	Medium	Completed	2026-06-21	2026-06-27	07 days
	Submit for review and approval	Medium	Completed	2026-06-27	2026-06-30	04 days

CHAPTER 4

4. DATA ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter deals with the presentation of data, analysis, and interpretation. To collect the data and extract findings, interview questions were prepared, and the construction stakeholders of selected corridor construction projects were interviewed. This chapter presents the results obtained from data analysis, interpretations, and discussions of the findings. The study results are analyzed and interpreted in line with the objective, which was to assess and analyze the critical success factors of project success in construction. A total of 35 stakeholders were asked to be interviewed, and 31 agreed, which makes the response rate 88.57%.

Table 4.1: Respondents category with numbers

Respondent Category	Number
Project Managers	7
Site Engineers	9
Contractors	8
Consultants	6
Government Officials	6
Total Invited	35
Total Interviewed	31

4.2. Setting

The study was conducted in Addis Ababa focusing on corridor construction projects implemented under the Addis Ababa City Administration. The participants were selected from professionals directly involved in the planning, management, supervision, and implementation of these projects. These participants included project managers, site engineers, consultants, contractors, and government officials who had relevant experience related to project success and leadership practices in corridor projects. Purposive sampling was used to identify participants who could provide rich and relevant information for the

study. The participants were found through professional networks, project offices, and recommendations from organizations involved in corridor project implementation within Addis Ababa.

4.3. Data Collection

The data for this study were collected through semi-structured interviews conducted from 23 March, 2026 to 27 April 2026. The interviews were carried out in different locations convenient for the participants, including project offices and workplaces within Addis Ababa. Each interview lasted approximately 30 minutes. An interview guide was prepared to ensure consistency while allowing flexibility for participants to explain their experiences and opinions in detail.

The interviews were recorded using a mobile phone audio recorder with the consent of the participants. In addition to audio recording, notes were taken during the interviews to capture important observations and key points. The collected data were later transcribed and organized for thematic analysis.

4.4. Data Analysis Process

The title of this study was *"The Assessment of Project Success: The Case of Corridor Projects in Addis Ababa."* The study adopted a reflexive thematic analysis approach for analyzing the qualitative data collected from participants involved in corridor construction projects in Addis Ababa. The reflexive thematic analysis approach was selected because it provides flexibility in identifying, analyzing, and interpreting patterns and themes from qualitative data.

The main objectives of the study included:

1. To assess the factors that determine project success in corridor projects in Addis Ababa.
2. To identify the major challenges affecting the success of corridor projects.
3. To examine the perceptions of project stakeholders regarding the success of corridor projects in Addis Ababa.

4. To explore the role of project management practices and leadership in achieving project success.

To accomplish these research objectives, a reflexive thematic analysis approach was employed to analyze the qualitative data obtained through semi-structured interviews with project managers (7), site engineers (9), contractors (8), consultants (6), and government officials (6) involved in corridor projects in Addis Ababa. According to (Braun & Clarke, 2021), reflexive thematic analysis is a theoretically flexible and accessible method for analyzing qualitative data that enables researchers to identify and interpret patterns or themes within a dataset.

In this study, I used NVivo 15 software to organize, code, and analyze the interview data. The reflexive thematic analysis process involved the following six steps:

1. Familiarization with the data
2. Generating initial codes
3. Generating initial themes
4. Reviewing potential themes
5. Naming and defining themes
6. Producing the report

In the first step, the data by transcribing the recorded interviews into written text. After the transcription process was completed, carefully read and reviewed the interview transcripts several times to gain a deeper understanding of the participants' responses and experiences regarding project success in corridor projects.

The second step involved generating initial codes from the interview data using NVivo 15. During this stage, important statements, recurring ideas, and meaningful concepts related to project success, project challenges, stakeholder satisfaction, leadership, communication, cost, time, and quality performance were identified and coded systematically.

Table 4.2: Initial Codes

Name	Description	Files	References
Adopting multidimensional project assessment like economic, social,		8	8

environmental			
attract investors and businesses		8	9
Better public spaces and greenery		6	7
Completed on time and within budget		7	8
corruption and lack of accountability		8	9
Cost overruns and delays		8	8
create employment opportunities		7	8
Delayed payment		7	8
Delays in land acquisition or relocation		8	8
evaluating pollution reduction, green infrastructure, and drainage efficiency		7	7
failure to meet stakeholder expectations		6	7
Functional and have economic impact for the country		7	7
Improve urban mobility and connectivity		8	8
improving payment systems and reducing delays in financial processes		6	9
Include community satisfaction surveys		7	8
Ineffective stakeholder engagement		7	7
inflation and rising material prices		6	7
Institutional bureaucracy		5	6
insufficient risk management		4	4
integrated infrastructures like transportation, drainage, river development		3	3
Lack of community involvement		3	3
limited public		3	4

participation			
Long term usability		3	3
Long-term development		2	2
Maintaining quality		3	3
modern and competitive city environment		4	4
modernize the city and strengthen Addis Ababa's competitiveness among African capitals		4	4
objectives and fulfillment of planned outcomes		4	4
poor environmental management		3	3
poor monitoring and evaluation systems		3	4
Poor Monitoring and lack of evaluation		4	4
Project monitoring		4	4
projects should prioritize sustainability		2	2
public awareness programs		3	3
Quality performance of the project		3	4
reducing travel time		4	5
resource management		4	5
Rework or excessive corrective work		3	4
Safe and accessible for all users		5	6
social inclusion by providing accessible infrastructure for different groups of people		6	7
stakeholder engagement and community participation		7	7
Stakeholder satisfaction		8	8
Strategic urban development		7	9
Sustainability and Functionality of Urban System		7	7
Timely completion		8	8
Track maintenance and		7	7

durability over time			
weak monitoring		8	8
weak stakeholder engagement		9	9

The third step involved grouping related codes into potential themes that reflected broader patterns within the data. Themes such as project management effectiveness, stakeholder coordination, resource availability, leadership practices, project delivery performance, and implementation challenges were identified.

In the fourth step, the themes reviewed and refined the potential to ensure that they accurately represented the collected data and aligned with the objectives of the study. Similar themes were merged, while unclear or overlapping themes were revised for clarity and consistency.

The fifth step includes defining and naming the final themes. Each theme was clearly described to explain its relevance to the assessment of project success in corridor projects in Addis Ababa.

Table 6: Final Themes

Name	Description
Theme 1 The main goals of corridor projects in Addis Ababa	The objectives of corridor projects in Addis Ababa, including attract investors and businesses, improving transportation, reducing traffic and accidents, modernizing urban infrastructure, enhancing city beauty, and supporting economic and social development.
Theme 2 Successful Corridor Project	The characteristics of a successful corridor project, including quality infrastructure, safe pedestrian movement, reduced traffic congestion, environmental improvement, public satisfaction, and social and economic impact.
Theme 3 Factors affecting project success in corridor projects	The factors that influence the success of corridor projects, including proper planning, stakeholder coordination, availability of resources, effective communication, and skilled workforce.
Theme 4 Identification	The indicators of project failure in corridor projects, such as rework,

of poor project	cost overruns, lack of coordination, public dissatisfaction, and failure to meet objectives.
Theme 5 Environmental Contributions of corridor projects	The social or environmental benefits of corridor projects, including increased green space, improved drainage systems, better waste management, and the creation of a cleaner and more sustainable urban environment.
Theme:6 Recommendations for future corridor projects	This theme presents suggestions for improving future corridor projects, including stronger stakeholder coordination, community participation, proper resource management, and quality control.
Theme 7 Criteria used to Assess project success in corridor projects	The standards used to evaluate corridor project success, including quality of work, public satisfaction, environmental impact, and achievements of project objectives.
Theme:8 Unique challenges in Addis Ababa affecting corridor project success	The specific challenges affecting corridor project success in Addis Ababa, including traffic congestion, and utility relocation issues.
Theme:9 Recommendations for assessing project success in future corridor projects	This theme presents recommendations for improving project success assessment through track maintenance and durability over time, regular monitoring and evaluation, consideration of social, economic, and environmental impacts.

Finally, in the sixth step, the final report by presenting and interpreting the findings supported by direct quotations from participants. The analysis was linked with existing literature and the research objectives to provide meaningful conclusions and recommendations regarding project success in corridor projects.

Table 4.3: Themes with Descriptions

Name	Description	Number of Participants	Participants Code
Theme 1 The main goals of corridor projects in Addis Ababa	This theme describes the objectives of corridor projects in Addis Ababa, including attract investors and businesses, improving transportation, reducing traffic and accidents, modernizing urban infrastructure, enhancing city beauty, and supporting	26	28

	economic and social development.		
attract investors and businesses		8	9
Improve urban mobility and connectivity		8	8
modern and competitive city environment		4	4
Sustainability and Functionality of Urban System		7	7
Theme 2 Successful Corridor Project	This theme explains the characteristics of a successful corridor project, including quality infrastructure, safe pedestrian movement, reduced traffic congestion, environmental improvement, public satisfaction, and social and economic impact.	27	41
Completed on time and within budget		7	8
Functional and have economic impact for the country		7	7
Maintaining quality		3	3
Safe and accessible for all users		5	6
Stakeholder satisfaction		8	8
Strategic urban development		7	9
Theme 3 Factors affecting project success in corridor projects	This theme describes the factors that influence the success of corridor projects, including proper planning, stakeholder coordination, availability of resources, effective communication, and skilled workforce.	24	42
corruption and lack of accountability		8	9
Delays in land acquisition or relocation		8	8
Ineffective stakeholder engagement		7	7
inflation and rising material prices		6	7
insufficient risk		4	4

management			
Lack of community involvement		3	3
poor monitoring and evaluation systems		3	4
Theme 4 Identification of poor project	This themes explains the indicators of project failure in corridor projects, such as rework, cost overruns, lack of coordination, public dissatisfaction, and failure to meet objectives.	20	23
Cost overruns and delays		8	8
failure to meet stakeholder expectations		6	7
Poor Monitoring and lack of evaluation		4	4
Rework or excessive corrective work		3	4
Theme 5 Environmental Contributions of corridor projects	This theme describes the social or environmental benefits of corridor projects, including increased green space, improved drainage systems, better waste management, and the creation of a cleaner and more sustainable urban environment.	24	34
Better public spaces and greenery		6	7
create employment opportunities		7	8
integrated infrastructures like transportation, drainage, river development		3	3
modernize the city and strengthen Addis Ababa's competitiveness among African capitals		4	4
reducing travel time		4	5
social inclusion by providing accessible infrastructure for different groups of		6	7

people			
Theme 6 Recommendations for future corridor projects	This theme presents suggestions for improving future corridor projects, including stronger stakeholder coordination, community participation, proper resource management, and quality control.	14	18
improving payment systems and reducing delays in financial processes		6	9
Project monitoring		4	4
projects should prioritize sustainability		2	2
public awareness programs		3	3
Theme 7 Criteria used to Assess project success in corridor projects	This theme explains the standards used to evaluate corridor project success, including quality of work, public satisfaction, environmental impact, and achievements of project objectives.	19	24
objectives and fulfillment of planned outcomes		4	4
poor environmental management		3	3
Quality performance of the project		3	4
resource management		4	5
Timely completion		8	8
Theme 8 Unique challenges in Addis Ababa affecting corridor project success	This theme describes the specific challenges affecting corridor project success in Addis Ababa, including traffic congestion, and utility relocation issues.	25	35
Delayed payment		7	8
Institutional bureaucracy		5	6
limited public participation		3	4
weak monitoring		8	8
weak stakeholder engagement		9	9
Theme 9 Recommendations for assessing project success	This theme presents recommendations for improving project success assessment through track maintenance	31	42

in future corridor projects	and durability over time, regular monitoring and evaluation, consideration of social, economic, and environmental impacts.		
Adopting multidimensional project assessment like economic, social, environmental		8	8
evaluating pollution reduction, green infrastructure, and drainage efficiency		7	7
Include community satisfaction surveys		7	8
Long term usability		3	3
Long-term development		2	2
stakeholder engagement and community participation		7	7
Track maintenance and durability over time		7	7

CHAPTER 5

5. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of Findings

The main themes that emerged after conducting the reflexive thematic analysis process included the main goals of corridor projects in Addis Ababa, Successful Corridor Project, Factors affecting project success in corridor projects, Identification of poor project, Environmental Contributions of corridor projects, Recommendations for future corridor projects, Criteria used to Assess project success in corridor projects, Unique challenges in Addis Ababa affecting corridor project success, and Recommendations for assessing project success in future corridor projects.

Table 5.1: The main goals of corridor projects in Addis Ababa

Name	Description	Number of Participants	Participants Code
Theme 1 The main goals of corridor projects in Addis Ababa	This theme describes the objectives of corridor projects in Addis Ababa, including attract investors and businesses, improving transportation, reducing traffic and accidents, modernizing urban infrastructure, enhancing city beauty, and supporting economic and social development.	26	28
attract investors and businesses		8	9
Improve urban mobility and connectivity		8	8
modern and competitive city environment		4	4
Sustainability and Functionality of Urban System		7	7

The objective of corridor projects in Addis Ababa, as seen through the eyes of 26 stakeholders with 28 references, are goals that are shared by all. First, corridor projects are expected to attract investors and businesses. Here, 8 stakeholders out of 26 shared the views of 9 references focusing on how corridor projects can attract investors and businesses to sustain and develop the economy. In addition, 8 stakeholders or about 31% out of 26 studied shared the views of 8 references. In this regard, improving urban mobility and making connections in the city through effective are basic objectives of corridor projects. Moreover, 7 stakeholders or about 27% out of 26 studied shared views of 7 references focusing on promoting sustainability and functional urban system. Last but not least, 4 stakeholders or about 15% out of 26 studied shared views of 4 references focusing on developing a modern and highly competitive city environment.

Overall, the perspective of stakeholders is that corridor projects are very important for improving transportation and for facilitating economic development as well as modern city and sustainable urban life.

Table 5.2: Successful Corridor Project

Theme 2 Successful Corridor Project	**This theme explains the characteristics of a successful**	**27**	**41**

	corridor project, including quality infrastructure, safe pedestrian movement, reduced traffic congestion, environmental improvement, public satisfaction, and social and economic impact.		
Completed on time and within budget		7	8
Functional and have economic impact for the country		7	7
Maintaining quality		3	3
Safe and accessible for all users		5	6
Stakeholder satisfaction		8	8
Strategic urban development		7	9

This Theme Characteristics of Corridor Projects that succeed. 27 participants commented with 41 references. The comments dealt with strategic urban development (9) and information on stakeholder satisfaction (8) and comments on completion of projects on time and within budget (8). In addition, there were comments on economic benefits (7) and safe and accessible infrastructure (6) and on quality maintenance (3). All in all, there were positive information on corridor projects, which deliver good quality of infrastructure and meet the needs of stakeholders while supporting strategic urban development and bringing economic benefits.

Overall, the participants in the survey regarded the quality of the implemented infrastructure, the satisfaction of the stakeholders, the support of the corridor projects for strategic urban development, as well as the economic and social effects of the corridor projects, as important indicators for a successful corridor project.

Table 5.3: Factors affecting project success in corridor projects

Theme 3 Factors affecting project success in corridor projects	**This theme describes the factors that influence the success of corridor projects, including proper planning, stakeholder coordination, availability of resources, effective communication, and skilled workforce.**	**24**	**42**

corruption and lack of accountability		8	9
Delays in land acquisition or relocation		8	8
Ineffective stakeholder engagement		7	7
inflation and rising material prices		6	7
insufficient risk management		4	4
Lack of community involvement		3	3
poor monitoring and evaluation systems		3	4

This theme identifies factors to ensure the success of corridor projects. 24 participants contributed with 42 references. Most frequently mentioned factors are corruption and lack of accountability (9 references) and delays in land acquisition or relocation (8 references). Ineffective stakeholder engagement (7 references) and inflation and rising material prices (7 references) were also frequently mentioned. Other factors that affect the success of corridor projects are: lack of risk management (4 references), weak monitoring and evaluation systems (4 references), and lack of involvement of local communities (3 references).

All in all, successful corridor projects are characterized by good governance, adequate stakeholder involvement and adequate project management.

Table 5.4: Identification of poor project

Theme 4 Identification of poor project	**This themes explains the indicators of project failure in corridor projects, such as rework, cost overruns, lack of coordination, public dissatisfaction, and failure to meet objectives.**	**20**	**23**
Cost overruns and delays		8	8
failure to meet stakeholder expectations		6	7

Poor Monitoring and lack of evaluation		4	4
Rework or excessive corrective work		3	4

Indicators of Poor Performance in Corridor Projects. There were 20 participants who provided 23 references for this theme. The first indicator of poor performance in corridor projects were cost overruns and delays, mentioned 8 times by 8 different participants. The second indicator was failure to meet the expectations of stakeholders, mentioned 7 times by 7 different participants. Other indicators for poor performance in corridor projects were: poor monitoring and lack of evaluation, mentioned 4 times by 4 different participants; and rework or excessive corrective work, mentioned 4 times by 4 different participants.

Findings show that poor corridor projects are mainly plagued by delays, cost overruns, monitoring that is inadequate and stakeholder expectations not met.

Table 5.5: Environmental Contributions of corridor projects

Theme 5 Environmental Contributions of corridor projects	**This theme describes the social or environmental benefits of corridor projects, including increased green space, improved drainage systems, better waste management, and the creation of a cleaner and more sustainable urban environment.**	**24**	**34**
Better public spaces and greenery		6	7
create employment opportunities		7	8
integrated infrastructures like transportation, drainage, river development		3	3
modernize the city and strengthen Addis Ababa's competitiveness among African capitals		4	4
reducing travel time		4	5
social inclusion by		6	7

providing accessible infrastructure for different groups of people			

Social and Environmental benefits of Corridor Projects. There were 24 participants who provided 34 references in total. The indicators of the social benefits of Corridor Projects were employment opportunities created (8 references). Other social benefits provided by Corridor Projects were better public spaces and greenery (7 references) and social benefits of well-functioning infrastructure that are accessible to all (7 references). The indicators of the environmental benefits of Corridor Projects were reduction of travel time (5 references), modernization of the city and improvement of the city's competitiveness (4 references). In addition, there were integrated infrastructure development of various modes of transportation, effective drainage system and development of rivers (3 references).

In summary, participants perceived corridor projects to contribute to environmental improvement and to lead to urban modernization and social and economic development.

Table 5.6: Recommendations for future corridor projects

Theme 6 Recommendations for future corridor projects	**This theme presents suggestions for improving future corridor projects, including stronger stakeholder coordination, community participation, proper resource management, and quality control.**	**14**	**18**
improving payment systems and reducing delays in financial processes		6	9
Project monitoring		4	4
projects should prioritize sustainability		2	2
public awareness programs		3	3

Lessons for future Corridor Projects This theme contains recommendations that were provided by 14 participants holding 18 references. The most frequently mentioned reference deals with improving payment terms and preventing delays in associated

financial processes (9 references). Followed by project monitoring (4 references), public awareness (3 references), and sustainability (2 references). This theme contains recommendations for improving project success assessment in terms of, for example, track maintenance and durability. Regular monitoring and evaluation of corridor projects, and consideration of their social, economic and environmental impacts.

Based on the results above, future corridor projects will be more successful if financial management, project monitoring, public awareness and sustainability are given due consideration.

Table 5.7: Criteria used to Assess project success in corridor projects

Theme 7 Criteria used to Assess project success in corridor projects	**This theme explains the standards used to evaluate corridor project success, including quality of work, public satisfaction, environmental impact, and achievements of project objectives.**	**19**	**24**
objectives and fulfillment of planned outcomes		4	4
poor environmental management		3	3
Quality performance of the project		3	4
resource management		4	5

This theme identifies the assessment criteria for corridor projects. In total, 19 participants provided 24 references for this theme. From the various assessment criteria for corridor projects, the most important ones are for example resource management (5 times mentioned), quality performance of the project (4 times mentioned), the degree to which project objectives and the planned outcomes are achieved (4 times mentioned). In addition, also environmental management of the project was mentioned several times (3 times mentioned).

In general, the assessment of the success of a corridor project is based on several criteria. Most important are the effective use of the available resources for the project, the quality

of the project, the degree to which the objectives of and the outcomes of the project are achieved, and the environmental aspects of the project.

Table 5.8: Unique challenges in Addis Ababa affecting corridor project success

Theme 8 Unique challenges in Addis Ababa affecting corridor project success	**This theme describes the specific challenges affecting corridor project success in Addis Ababa, including traffic congestion, and utility relocation issues.**	**25**	**35**
Delayed payment		7	8
Institutional bureaucracy		5	6
limited public participation		3	4
weak monitoring		8	8
weak stakeholder engagement		9	9

This theme describes various challenges corridor projects face in achieving their objectives in Addis Ababa. 25 participants commented on this theme providing 35 references in total. The most cited challenge is that of stakeholders' (or actors') involvement or interaction (9 references). This is followed by payment delays (8 references) and problems with monitoring (8 references). Other cited challenges include bureaucracy (6 references) and public participation (4 references). The findings suggest that a number of corridor projects in Addis Ababa face various challenges with the main issues being those of stakeholders, payment, monitoring and institutional structures.

Challenges in corridor projects in Addis Ababa: On the basis of 35 references by 25 participants, weak stakeholder involvement (9 references) is followed by delayed payments (8 references), by poor monitoring (8 references). In addition, there are also institutional bureaucracy (6 references) and lack of public participation (4 references).

Table 5.9: Recommendations for assessing project success in future corridor projects

Theme 9 Recommendations for assessing project success in future corridor projects	**This theme presents recommendations for improving project success assessment through track maintenance and durability over time, regular monitoring and evaluation, consideration of social, economic, and environmental impacts.**	**31**	**42**

Adopting multidimensional project assessment like economic, social, environmental		8	8
evaluating pollution reduction, green infrastructure, and drainage efficiency		7	7
Include community satisfaction surveys		7	8
Long term usability		3	3
Long-term development		2	2
stakeholder engagement and community participation		7	7
Track maintenance and durability over time		7	7

This theme identifies project success assessment for future corridor projects: Lessons learned and recommendations for improvement. A total of 31 participants provided 42 references. Most of the references dealt with recommendations on how to improve the assessment of project success for future corridor projects. The most frequently mentioned recommendations were to apply a multidimensional project assessment and to include community satisfaction surveys. Other frequently mentioned recommendations dealt with stakeholder engagement and community participation, evaluation of environmental outcomes such as reduction of pollution and improvement of drainage efficiency, as well as monitoring of maintenance and durability in the long term. In addition, three references dealt with the aspect of long-term usability and two references dealt with the aspect of long-term development impacts.

Overall, participants suggested to change the assessment of project success from a time, cost, quality (TCQ) approach to an approach that also includes social, economic, environmental and other indicators in the assessment of project success.

It appears to be restricted. The purpose of the evaluation of success for future corridor projects would be to go beyond the time, cost, and quality performance indicators and include other social, economic, environmental and long-term development impacts.

5.2. Conclusions

This study aims to assess and analyze the extent to which corridor projects achieve their goals and objectives in achieving project success in terms of broad goals of urban mobility and connectivity in addition to achieving the objectives of creating competitive city environment for investment opportunities and modern urban infrastructure and other development objectives for promoting and sustaining urban development in competitive environment in order to improve quality of life and create opportunities for and enable individuals, communities, and society to sustain and to reach their full potential for human development and for achievement of sustainable development goals. In order to achieve the objectives of the study, qualitative research approach and case study of corridor projects under construction in Addis Ababa were used. Data were collected from project managers, site engineers, contractors, consultants and government officials who are involved in the corridor projects under study. Data were analyzed by using thematic analysis. The process of thematic analysis was facilitated by using NVivo 15 software.

The objectives of corridor projects in Addis Ababa under study are to improve urban mobility and connectivity, to attract investment, to modernize urban infrastructure and to create competitive city environment. Above all, corridor projects are strategic interventions to improve quality of life of residents and to support economic growth and urban development in sustainable manner.

Success in corridor projects is not only measured by cost, time and quality but also by the long lasting social, economic and environmental benefits that the projects create. Thus, the study identifies Stakeholders' Satisfaction, Accessibility, Mobility, Environmental Sustainability and Strategic Urban Development as indicators for successful corridor projects.

Various factors can influence the success of projects. The primary factors include effective stakeholder participation and planning, and sufficient provision of necessary resources and the implementation of necessary risk management measures. Furthermore, factors such as transparency, accountability, and communication also greatly influence the projects' success. Community participation also plays a significant role in all stages of the projects' lifecycle.

The study also identified the challenges that corridor projects in Addis Ababa are facing to achieve project success. These challenges include payment delays, lack of stakeholders' involvement and poor engagement with stakeholders, bureaucratism of institutions,

problems of land acquisition and relocation of occupants, high inflation and increase in prices of materials, corruption practices, lack of accountability and monitoring and evaluation.

Corridor projects in Addis Ababa under study also contribute to environmental improvement and urban development through provision of better public spaces, green infrastructure, better facilities for drainage, reduction of travel time and social inclusion to mention a few and creation of employment opportunities.

Finally, Participants suggested that evaluating project success using a multi-dimensional approach (i.e., economic, social, environmental and other indicators related to stakeholders) and in the long term by monitoring, conducting community satisfaction surveys, sustainability measures and facilities' maintenance are important.

From the findings of the study, a number of conclusions can be drawn.

First, project success in corridor development projects is more than the project management classical variables of cost, time and quality. It is perceived by stakeholders as a multidimensional phenomenon including among other things the satisfaction of stakeholders, the social benefits and the environmental sustainability of a project plus its long-term functionality.

Moreover, Corridor projects under study have played positive roles for Urban Development in Addis Ababa by improving Transportation as well as Public spaces and making Accessible for all including disabled and enhancing economic activities and others related to Urban Development objectives.

Stakeholder engagement and involvement in the planning and implementation of a project is of paramount importance for achieving the desired outcomes and gaining the acceptance of the public.

Finally, a number of challenges exist that can have a negative effect on achieving the goals of corridor development and sustaining the benefits that the development brings to various stakeholders. For example, problems such as delayed payment, bureaucracy, inflation, and poor monitoring and follow up, and lack of involvement of various stakeholders in the implementation of projects of corridor development, affect projects negatively and threaten to erode benefits they bring in the long run.

The study ends with a conclusion that a holistic framework for assessing project success for Corridor projects in Addis Ababa is required. The framework, incorporating financial,

technical, social and environmental and stakeholder's performance measures, will facilitate in assessing all components of project outcomes.

5.3. Recommendations

With reference to the results and findings of the study, this report provides a number of recommendations for stakeholders concerned.

1. Addis Ababa City Administration needs to adopt a multidimensional project success assessment framework that looks at economic, social, environmental and stakeholder values in addition to the traditional cost, time and quality indicators.
2. Project managers should involve stakeholders, especially the local community, in all project stages (i.e. planning, implementation and evaluation) in order to increase projects' acceptance by the local community and satisfy other stakeholders. Government institutions should streamline administrative procedures and reduce bureaucratic delays that affect project implementation and decision-making processes.
3. Improve financial management system to pay contractors and consultants on time to avoid delays and problems on project implementation.
4. Establish strong monitoring and evaluation systems to continuously monitor project performance and to identify problems or concerns before they become major issues.
5. Some key ways to manage risk related to corridor projects would be for all the project stakeholders to adopt a range of risk management practices in relation to potential problems including those associated with land acquisition and utility re-location as well as those that are beyond project control, for example risk of inflation and of inability to obtain necessary resources in a timely manner.
6. Sustainability indicators (environmental impact, green infrastructure performance, etc.) should be included when evaluating corridor projects.
7. Community satisfaction surveys need to be regularly conducted and assess public perception of corridor project outcomes and identify areas for improvement.
8. Long-term maintenance and durability assessments must be incorporated in to project success monitoring in order to continually check whether or not corridor projects are continuing to provide the anticipated benefits for users over the long term.

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Appendices

Semi-Structured Interview Guide

Introduction

My name is Ephrem Hailu, MBA student from Addis Ababa University. First, thank you very much for your time to conduct this interview. I am currently conducting research on how project success is perceived and evaluated in the new face of Addis (the corridor projects that are currently underway in Addis Ababa and its surroundings). I am sure that you will be able to provide me with valuable insights. The interview will take approximately 45-60 minutes. I will record the interview in order to be able to refer back to it and to ensure the accuracy of the information that is being provided. All information will be treated as confidential and will be presented anonymously. If you feel that you need to skip any of the questions or to stop at any stage during the interview, that will be just fine.

Interview Questions

1. What is your Current role or position related to the corridor projects?

2. How long have you been involved in these projects, and in which areas?

3. What is your understanding of the main goals of corridor projects in Addis Ababa?

4. What does a successful corridor project look like?

5. What are the major factors affecting project success in corridor projects?

6. How would you identify project failure or poor project performance?

7. What social or environmental contributions do corridor projects provide?

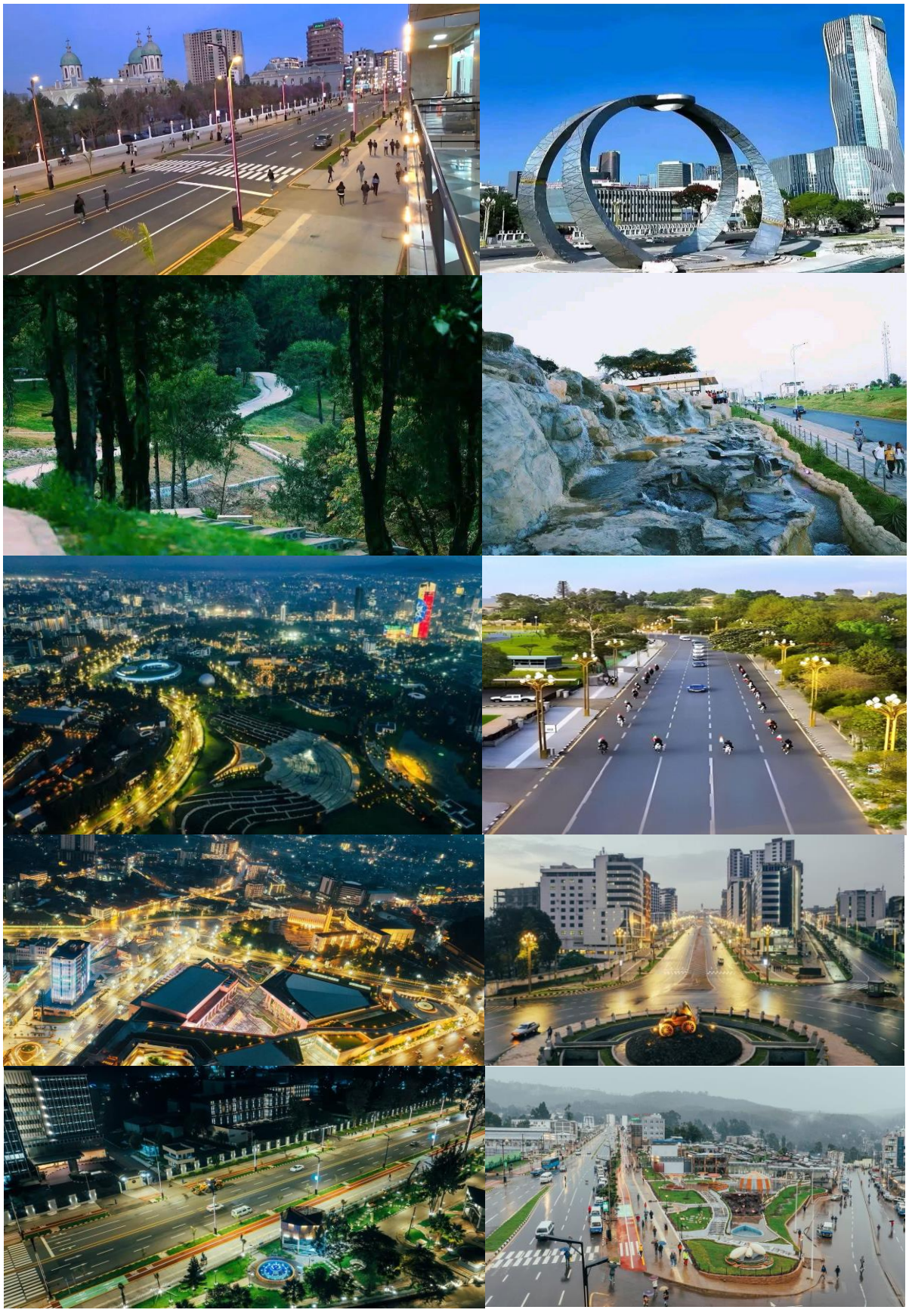
8. What improvements would you recommend for future corridor projects?

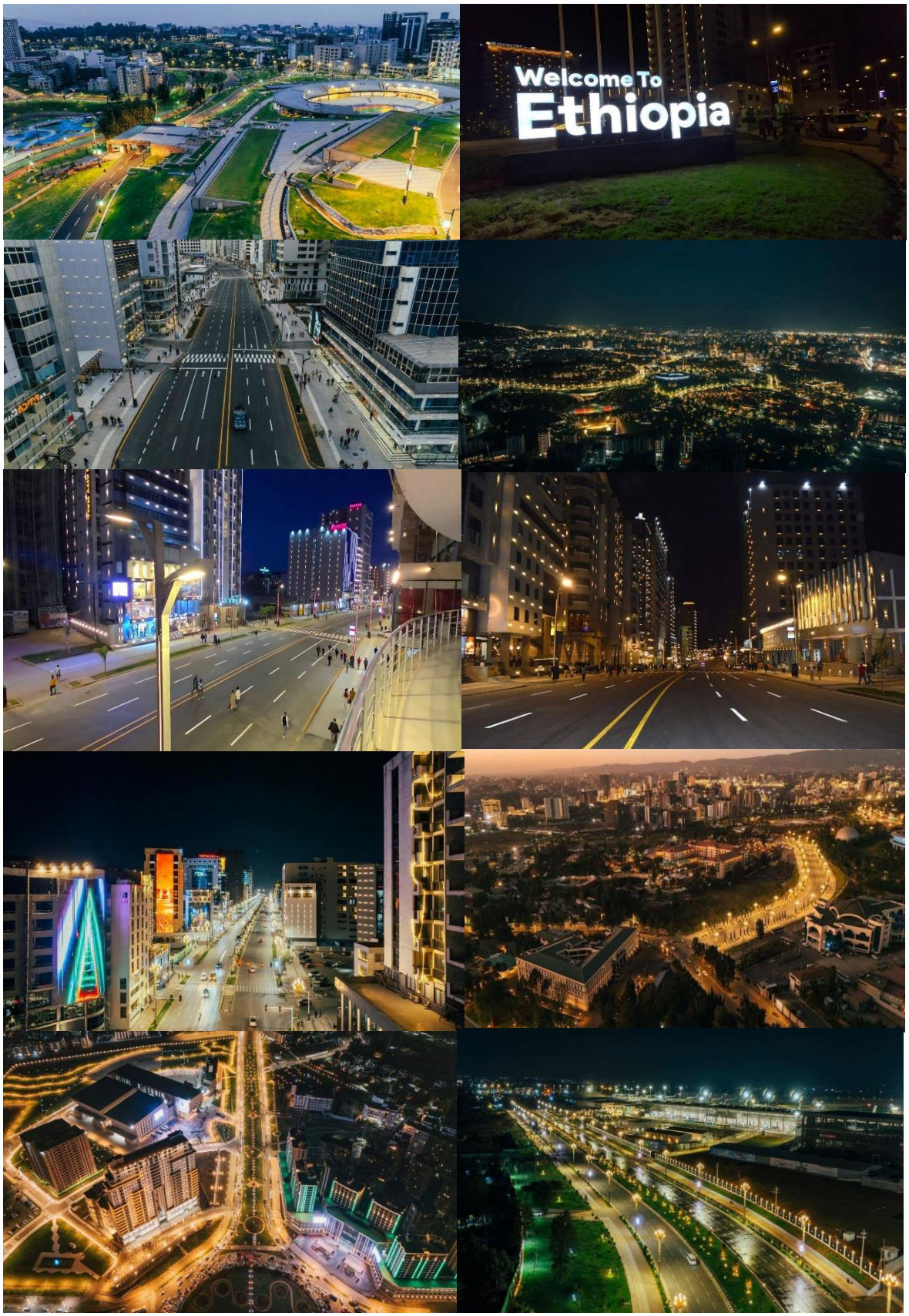
9. What criteria are commonly used to assess project success in corridor projects?

10. What unique challenges in Addis Ababa affect corridor project success?

11. If you could improve how project success is assessed in future corridor projects, what would you recommend?

Pictures of The New Face of Addis




Welcome To
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